

Fig. 1

ASSESSMENT CONTENTS

		202	204	206	208
		Generic Matrix	Simple Question	Detailed Questions	Detailed Matrixes
E A N P G P A R G O E A M C E H N E T S	<u>210</u> Quick, general assessment	✓			
	<u>212</u> Medium depth assessment	✓	✓		
	<u>214</u> In depth assessment – interview based			✓	
	<u>216</u> In depth assessment – workshop based		✓		✓

Fig. 2

Ad Hoc (1) 302	Repeatable (2) 304	Consistent (3) 306	Exceptional (4) 308	World Class (5) 310
Little understanding of service purpose or objectives. Ill defined procedures.	General awareness but purpose not understood. Standard methods or practices are sometimes used.	Service purpose and goals understood and agreed to by most. Standard methods and practices are used. Customer needs are Reviewed periodically.	Service purpose and goals are understood, agreed to and the focus of all. Standard and flexible practices are used. Customer needs are Reviewed regularly.	Service purpose and goals are the primary focus of all. Standard, flexible and just in time practices are used, with innovation rewarded. Customer needs are anticipated.
Provider personnel do not act as a "team", do not understand assignments or operate efficiently. Different measurements within groups.	Teaming is evident, although inconsistent. Responsibilities are defined. Ownership is established.	Teams established, with good rapport. Aversion to risk taking, although some adaptability evident.	Teams established, with good internal and customer rapport. Process from team experiences and to remove team barriers. Risk taking valued and encouraged.	Team established with Customer part of team. Team performance Continuously optimizing through empowerment and incentives and used for continuous improvement. Risk taking rewarded.
Delivery is inconsistent and Unsatisfactory.	Delivery is repeatable. Quality is random.	Deliver is consistent and repeatable. Quality is inspected and controlled. Service is accessible primarily to suit the provider.	Deliver is consistent, repeatable and planned. Quality is planned and assured. Service accessibility is somewhat flexible for the customer needs.	Delivery is consistent, predictable and optimized. Quality is managed and assured through continuous improvement. Service available on a "just in time" basis.
Inconsistent management of the service. No plans for improvement. Results are not measured.	Exposures are Identified and defined. Results inconsistently measured. Generally poor.	Serious weaknesses have been corrected. Defects are reviewed regularly. Results measured and Generally customers are Satisfied.	Service is competitive and adaptable. Continuous review of defects. Results measured and customer expectations Are sometimes exceeded.	Best of breed, superior to competitors. Defect free. Customers are delighted and their expectations always exceeded.

Fig. 3

Service Attribute	Focus Area	Description and Considerations	Example
Definition and Understanding of the Service	410—Is the service defined?	A service is defined in terms of its specific deliverables, inputs and key activities. Delivery requirements, customer preferences, restrictions, and the like are typically required.	Perhaps the service is defined via service agreements, or thoroughly via service documentation. One page summaries and little focus on ensuring understanding - both on the part of the supplier or the
	412—Are the levels of delivery defined? And understood?	Is there a clear definition of the service levels? Is there a common understanding of service/service levels between the service provider and customer? Is there an analysis of and balance between customer needs and delivery capabilities? Policies clear and Understood?	For instance, customer expects that problem resolved 7/24, however service provider resolves a specific type of problem (e.g. infrastructure problems of high severity regular working hours.
	414—Is the scope of the service defined?	Are inclusions and Exclusions clear? Agreed to by all Parties? Documented?	Perhaps Move/Add/Changes are part of But new installations are done through
	416—Are service objectives defined?	The objectives should Be SMART i.e.. Specific, Measurable, Aggressive, Realistic And Time based.	<ul style="list-style-type: none"> ▪ To deliver a help desk service which serves customer needs is a wrong way of define objectives. ▪ To respond to customers Move/Add/Changedesktop requests within 1 business day receiving the request is an example of objective
	418—Is the service usage defined and clear?	Do the providers Know how the service Is used, or The users know how It is intended to be Used? When is the Service used-	The service may be designed for relative usage – e.g. Installation of workstation user, but not be designed to support the large number of workstations for a large of users.
402	404	406	408

Fig. 4

520 530

LEVELS OF MATURITY

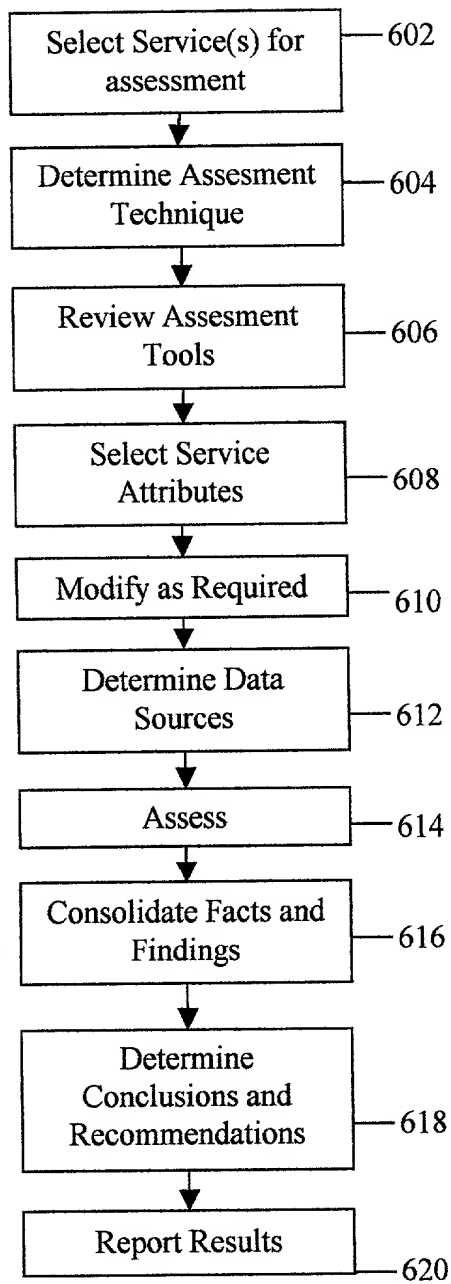
LEVELS OF MATURITY

Service Assessment Matrix						G O A L
Service Attribute	Ad Hoc (1)	Repeatable (2)	Consistent (3)	Exceptional (4)	World Class (5)	
Foundation – Understanding the Service and Customer						
Definition of Service	No Agreement or understanding of the service or its purpose.	General awareness of the service mission, but it is not fully understood by all participants.	Mission is defined by provider, and agreed to by most IT and user responsible personnel. It is understood by most.	Mission is defined, understood, agreed to and certified by customer and provider. It reflects the objective of the service.	Defined, understood and promoted by all. Mission is consistent with IT and the business view of the contribution and role of the service.	
Executing the Service						
Quality	Typically the service is not complete. Essential items are	Occasionally complete service is delivered. Evidence that the job is not	Essential elements are typically delivered, but this is difficult to prove. Little focus	Focus is on providing a complete service from user and provider point of view.	Provided Service is always complete. Customers rarely complain. Assembles networked knowledge workers needed to	
Supporting the Service						
Marketing & Communications	Little or no communicating on the content of the service, how to access, and where to get support	Some communications for new services. Primarily on how to use, less on how to optimize and why.	Only sales and marketing have access to the customers and the market. Many employees may not understand how their	Encourages direct contact between customers and provider management.	Recognize that marketing is needed to ensure all other efforts are effective. The environment encourages and supports employees learning from	
Measuring and controlling the Service						
Achieve	No reports or data is available to indicate results. Some evidence of poor results	Rely primarily on customer complaints. Cannot directly relate to objectives.	IT formulated measurements which in general are being achieved. Little feedback to users and provider.	IT and Customer based measurements which are being exceeded in many cases, although not in a consistent	Exceeding objectives in all aspects. Continually revising measurements and raising the bar. Provide feedback on each component of service delivery. Reduces cycle time.	

Fig. 5

S E R V I C E

A T T R I B U T E S

**Fig. 6**